

Memorandum



Date: December 9, 2004

To: Honorable Chairman Joe A. Martinez and
Members, Board of County Commissioners

From: George W. Burgess
County Manager

Subject: Mom and Pop Small Business Grant Program

ED&HS
Agenda Item No. 8 (A)

In the recently adopted County budget for FY 2004-05 funding in the amount of \$1.3 million has been allocated to continue the Mom and Pop Small Business Grant Program as a countywide, Commission District-based economic development initiative. For FY 2004-05 the administrative responsibility for managing the implementation of this program is being transferred from the Task Force on Urban Economic Revitalization (UERTF) to the Office of Community and Economic Development (OCED). OCED has sufficient administrative and program support capacity and the fiscal infrastructure to more effectively and efficiently implement this assistance program.

Based on a review of the implementation of this program over the past year it is recommended that certain specific areas be reviewed for the implementation of program improvements and operational efficiencies during FY 2004-05. The Mom and Pop program has been a welcomed source of financial assistance for small businesses throughout the County and it is recommended that the program be enhanced with operational improvements that will streamline its administration and expedite the processing and issuance of payments to the businesses selected to receive assistance. It is recommended that the Board of County Commissioners adopt the following specific recommendations to guide the implementation of the Mom and Pop Small Business Grant Program for FY 2004-05 following a review and discussion of these recommended guidelines by the Economic Development and Human Services (EDHS) Committee:

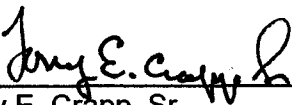
- The Mom and Pop Business Grant program will be implemented in a manner such that it will continue to be complementary and not duplicative or in conflict with the County's support of micro-enterprise lending programs.
- The prior year(s) funding through the Mom and Pop program will be documented through a data collection process that will include a full and complete accounting for all prior year grant allocations by year indicating, at a minimum, the recipient/business name, address/location, BCC District, grant amount allocated, grant amount received, and actual/proposed use of the grant funds. In addition, data reflecting appropriate measurement standards of program success will be collected/recorded to assess the value and effectiveness of the program. Such standards could include: number of jobs retained/created; revenue variations that compare pre and post program assistance levels; aesthetic value created (e.g. by way of pre-assistance and post-assistance photographs); and grantee written testimonials.

- **Program Design/Structure:** (1) the specific purposes for which the grant funds can be expended should be uniform and limited to certain categories, (2) the minimum and maximum amount of funds to be granted per business should be uniform and clearly specified (e.g. a minimum amount of \$2,000 and a maximum amount of \$5,000), (3) application criteria should continue to be as objective as possible and should be clearly specified, (4) the program should be improved to create a more efficient process for the review payment requests and the disbursement of the granted funds once awarded (e.g. the funds should continue to be disbursed by way of a single dual payee check to the business and its vendor(s) as much as possible), (5) a single, countywide application form should be used for this program, and the application should be modified so that the application will also serve as a contract ready for execution with the County and therefore eliminate the need for a separate contract development and execution process after the grantees have been selected. In addition, the standard application package should include the form(s) required to enter information into the County's financial system to process payments to the selected businesses.

- **Program Delivery Process/Procedures (Application/Selection/Funding):** The program should continue to be very clearly marketed as a Miami-Dade County program under the direct management and administration of OCED effective for FY 2004-05. Agencies such as the Neighbors and Neighbors Association (NANA) will continue to provide third-party technical assistance to grantees at no cost and for no compensation as determined by OCED. In addition, OCED will oversee and coordinate the application process, selection process and the process for the funding of grantees with Commission Districts. Agencies such as NANA will continue to be involved in outreach and the distribution of applications, as well as the process for the selection of grantees as may be determined by the respective Commission Districts. To further enhance the delivery of these business grants throughout the County it is suggested that a single, countywide application be used for the solicitation and submission of grant applications for all BCC Districts based on a uniform timeline/schedule for the implementation of the program during FY 2004-05. Such a schedule might call for the submission of all applications by January/February of 2005, with the announcement of selected grantees by the end of March/April of 2005.

- **Program Coordination (e.g. technical assistance, etc.):** Requirements for grantees to obtain technical assistance should be uniform and specified as part of the application process. If technical assistance is required, particularly prior to receiving the awarded funds, OCED must ensure the identification in advance and coordination with technical assistance providers to facilitate immediate access for grantees so as not to delay funding disbursement.

- **Program Timetable and Key Dates (e.g. 100% funding disbursement not later than 9/30/05):** In keeping with the program's principal purpose of providing immediate needed assistance to enhance the operations of existing Mom and Pop businesses, the funding awarded to grantees should be disbursed within 60-90 days of award as a program performance measure.



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